#  

No 62,376


## Pile high  <br> <br>  <br> <br>  <br> the

Commons demand on Serps

 Soviet loss
 Zorza back



Spy convicted
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Pope's guest
 Kidney crisis Kaney yran phans fice wow
 Westland vote
 shares has won enouesh spe board at Wednescay 's crucial United rise Unpomst wint EEccicar ar at op of the first divison ani

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## Tebbit calls for unity and loyalty to Mrs Thatcher

## The batile for the future speech in which he called for the path of freedom on which style and direction of the the Govemment to create a it set out with Mrs Thatcher Government



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## Gov That Wese appee lhe Cons Cons

## Blac lighte light habou It othe on

Mandela will be


Flying bomb' jumbos may be grounded by cracks

## Manila poll the rape of honesty

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## QC selected for Hailsham fight

## Haitians wreak revenge on hated Tontons

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& \text { Kilingheffer } \\
& \text { widow dies }
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## Fowler to be urged by MPs to end Serps reform

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## Arrests at Wapping protest



## Kinnock pledge on tax <br> 





## Heseltin






Europe's joint strategy

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Tories in conflict on the road ahead


22 hurt as hooligans spray fans at Anfield Teximive pak wit mamitins and giz
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 Mercy plea for Briton
 Man dies in rescue of baby



A man bed afrer being
overcome by frumes in an
unsucestriu antempt to res cuc a baby from a fire in a
house in Berans Avent,
Boumemouth, on Saturray
Mr John Cope. aged 39.
nas a lodgrat at the bounce
The baby was named as
antw Applin, aged 12 mones
Cattle deal with Libya
$\qquad$ Biffen: Words of conflict self-defeating chairman of his North Shrop-
shire constiuency. Mr John
Biffen. Lhe Leder of the
Commons describe the the
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 Death charge


 Court claim



Academic pay Univesiy docon and

Salvage bid




THE TIMES MONDAY FEBRUARY 101986

##  <br> Donor shortage puts kidney transplant programme in crisis



Housing

| tax on |  |
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| owners |  |
| urged | $=$ |

$\equiv$

Many thousands of the $21.00{ }^{-6}$ - companie which failed last year went dumin simply betalse their cusomers did.
The rruch is thar bad dehrs areat iust frustrating and dam:ging. They cun and do :ill. 25000 BAD DEBT $=\Sigma_{100,000}$ LOST TURNOVER
For example, if you make 5 si pre-cax profil on turnover, writing off $a$ bad debr of only. \&5000 means that you have to find and service $\Sigma 100,000$ of extra business just to repar the los. Obvioustr, its nos more sensible to lexre your company' unproteted ag,inst such a potentially lethal nisk than io leave your prenuisesuninsured
against fire. Insure your credit mith Trade Indemniet: and the risk is no longer a problem. UP TO 90\% OF YOUR MONET BACK When a debtur has bearme insolvent. this ailor-made insur:unce makes sure winget ${ }^{-5} 5 \%$.
$90 \%$ of he money he owes wa widhin 30 divisuf onfimmarion of debs.
That takes a load off your mind when you are signing a big concract or when youdepend herily' on a few large cuscomers.
The cover is equally effective for export credit and can even proteca you against puliticial risk. YOU AVOID BAD DEBTS
Ising our credit performance dats bankitinle of the largest in the 1 k$)$, ind draning bour ride experience af credit manugement. ne alos help you avoid bad credit rivks, heli re the! turn nno had dehts.
 Credit insurance now, before une of mour


Trade indemnity

Teachers' pay dispute Staff opposed to resuming out-of-hours activities



Voodoo drums out the Haitian reign of terror


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| Old books were sold, not stolen |  |
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Analy
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guilty Spying

## Moscow loses effective control of vital naval base in Yemen



Peres urges Arab self-government


 Pope and
$\begin{gathered}\text { Runcie get } \\ \text { together }\end{gathered}$
Fimem nimes mand The Archbishop of Canterbury, Dr Robert, Rume
stepped off be British $A$
ways light to Bombay eegin a thrrev-week tour of
lndia and within hours was
closeled with the Pope for
 sombay at the end of has in 10
day tour, greced Dr Runcie at the palace of the Roman
Catholicict Archbishop of Pom-
bay, Dr Simon Pimenta The aticas officials as simply The meecing lasted a fal


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Fifty feared dead in Canadian rail disaster

| From Johm Best, Ottrw | train (John Best writes from | baving tronble determining the exact number who died, partly becanse If | were on the trains nt the time of the crash, incloding 24 crev. |
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| arnt-out cruting Lies pinned | died amd about 90 were mijumed | Was not brown how many had | Most of those who died were |
| pissenger trin collided on Satard | The passenger train was owned by | Hianded ane passenger, crim mint | trapped in the fire which engutied |
| 75 miles | nental passenger services in Conad | ${ }^{\text {arayy. }}$ A spotesman for Via Reil | e |
| Edmonton in what may be Canadx's | ods train belonged to th | there are between 30 and 40 deaths." | While the Canadion Govermment |
|  | Reitrond | 隹e staff sergeant said 30 to | 2n inquiry, officials 2scer- |
| ing to find ount why the goods train moved into the path of the passenger | Yesteriay, workers were attempting to recover bodies from twisted, smoking wreckage Officials were | for Other reports said as many ys that $n$ total of 125 to 146 people | have been on $n$ parallel section of double track waiting for the passenger train to pass. |

## Pretoria's white politics in turmoil




Attempt to free Jews fails
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## You have a breakfast meeting

 in London.
## A presentation to make in Frankiunt at noon.

And you are due at a board meefing in New York at 3.
PS. Owing to bad weather. Concorde has been cancelled. What do you do?

## Open the box.

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Only British Telecom Intemational offer a complete range of international network services. Help you make the mostof the services you're already using. And talk to you about the ones you're not. Don't get left behind. Complete this coupon today.
Before your nvals do.
To: BTI Business Eox, Freepost ES \(3 \cdots 3\), ESI 4 YP or bi phone (ifree of chargelon 0800-400-414
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Theatre: Holly Hill finds much to praise and enjoy on Broadway More fetching than Neil Simon




Opera

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## 管 5

Caryl Philips

## PBCSO/ Pritchard


Rock

| The Bangles University of London Union London Union <br> Despite the stir in last year's Press, and their single "Maning for position in the bottom reaches of British charts, The Bangles, from Los Aggeits, formance II was not so much their fondness for the recycled Sixties riff that torpe- doed the set, nor the cloying harmonies which they parte over every arrangement whether surzable or it was the unving limpress of their dir vision, of a contemporary pop group piaying ofd-ashioned beat The four whotesome Cali- |
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## Labour's rare bird

 with a hawk eye

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## MONDAY PAGE

## Sixty minutes spanning 40 years



THE TIMES


## sounds good


moreover ．．．Miles Kington

## We dare you to

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David Nicholls on some misconceptions about Haitian society


 sector outside construction．A long term unemployed person now costs to remain unemployed，for an lexpect year．Why not give that feto at least
a year to anyone who will employ him
or her？With good or her？With good promotion and
three－ycar build－up the MSC shoul three－year．build－up the MSC shoul
be able to find jobs here for anothe
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vide a minion places at the pealk of the
campaign，wben its extra cost to the
governument would be about $£ 3$ bil－ governonent would be about $£ 3$ bii－
lion．If this cut unemployment by
iso，000，it would be well worth the money．Tax cuts costing the same
w5．000．cat unemployment by only Unemployment has reached yet committee＇s report offers a way out The goveriment shous a way out
now that from 1989 it will guarantere now that from 1989 it will guarantee a
one－year job for any long－term
unemployed person who The author is Professor of Economics at the
London School of Econ

Put the long－term jobless first


## Crowing

 Graveyard shift


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## Message the US wasted on Marcos

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## WATER BUSINESS




## War reserves

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much to teach each other, and
need not compromise their
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dialoue of equality Christianity has a point to make, in India, represented
by the person and work o Mother Teresa. It is made not
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## Faces of farming

Faces of farming
From Mr Michaeel Horrell
sir. John Youn's "spenum"
aricle (Februasy aricte (February 4) chose well in
ariking Peeer Soway and Geoff
Ausdon as typical examples of
Britain's arable and dairy farmers.
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Hudson- who happens to have a
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LETTERS TO THE EDITOR



Picking up the bill for water
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'Cheaper petrol could replace tax cuts'




## Shake-up in the bottle industry

Yarrow 'undervalued



















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Executive Editor Kenneth Fleet

## What comes after the wild currency swings?

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 without knowing it, we are do harm. That, indeed, is the featuryexperiencing a revolution in the of the present system against whict
intemational meter most unawares. The pendulum that rates at the beginning of the exchange 197 s is
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The gigantic brands in the 'pure' chocolate market had, without exception, origins dating back to before the Second World War. Cadbury's Dairy Milk was launched in 1905 and has sold prodigiously ever since. Some twenty years later Cadbury launched Flake, which was discovered as a by-product of manufacturing milk chocolate.

These two products set the pace in the market for eighty years. There have been many attempts to launch a product to stand alongside CDM and Flake. None succeeded until the late 1970's when Cadbury started work on a project code named P.46.

This is the story of P.46, a remarkable management success:

## Mount Everest.

It's widely acknowledged that the Mount Everest of chocolate product development is to invent a bar which is new and different yet still comprised solely of pure chocolate.

Such an achievement is rare indeed. Flake, which is now legend, was something of an accident: the crumbly extrusions were a by-product of manufacturing milk chocolate.

In fact, in the last twenty years, only five new brands have achieved lasting success in the intensely competitive confectionery market.

The opportunity was there and it was decided that Cadbury, the first name in chocolate, was going to be the company to realise that opportunity.

## Enter P. 46.

It all started with a secret company R\&D project in the mid-Seventies. It was found that the latest technology applied to chocolate manufacturing could confer a different texture and new eating characteristics on the classic milk chocolate product.

The formula was refined and given the codename P.46. When 'you realise that this product has now achieved an RSP value of no less than $£ 70$ million you'll realise why the whole project 'was shrouded in secrecy.

All the pre-launch research jsuggested that the product was a winner. However, as years of ibitter experience have taught many manufacturers in this market. having a product that the public likes is not always enough. The complete marketing package is just as critical.

## Nothing new under the sun.

This was the attitude of most consumers to chocolate products. They. simply didn't believe you could produce anything new. Reversing this belief was the problem facing the Young and Rubicam advertising agency when Cadbury brought them the product. now named 'Wispa', in 1980.

The Account Director, Clive Holland, who worked on the launch recalls "We couldn't have been more clearly briefed.
television advertising had to be stopped after just three weeks because the limited capacity pilot plant at Bournville couldn't cope with the demand.

Eight weeks after the launch, five weeks after the end of advertising, the product was on allocation. Strange reports of black market trading and even a 4 p price premium began to filter back.

Weirdest of all was the serious fist fight which broke out over the last two cases at a major cash and carry outlet.


Pure chocolare.



## Pure management skill.

And, of course, it's the ideal stage in a product's development for the agency to become involved.

The sheer professionalism of Cadbury's management team greatly assisted us in developing what turned out to be a text book advertising solution."

The 'Whispering Duos' cam-
paign, a wittily
simple device,
was made ready
for theTyne Tees tes
market launch inSeptember 1981.

## Fist fights.

It is not an overstatement to say that the Geordies went mad for Cadbury's 'Wispa'. The

## Withdrawal and investment.

It was obvious to Cadbury management that here at last was the long awaited breakthrough' chocolate bar. So what did they do? They withdrew it. Then, false rumours of being unable to produce the product consistently and profitably spread; which: confused the opposition:

Next, a massive $£ 12$ million was budgeted for plant investment. A large area of the factory was secretly cleared and the relevant components of a large and as yet, unproven plant were
obtained. A high-tech plant, controlled by 24 microprocessors, was then built from scratch - all inside twenty months.

At the same time, the staff was selected and trained and new working practices adopted in order to ensure a competitive cost structure.

The advertising and media plan was finalised and the Company prepared itself for the launch that would make marketing history.

## Marketing histary.

On Monday October 24th 1983, the product was relaunched in Tyne-Tees. Cadbury could now spend heavily on advertising with complete confidence, and spend they did, at a national equivalent of $£ 6$ million:

The launch comprised of 10 second teaser commerciais followed by three 40 second TV. commercials and a massive poster campaign. In a quite unprecedented blitz launch,* $90 \%$ distribution was achieved in just one weekend - a feat normally requiring 4-6 weeks.

In just two days a major department store in Neweastle sold no less than 36,000 bars. With a start like that there was no looking back.

## Success where others

 settle for survival.Cadbury's 'Wispa' is now the third largest brand in the total confectionery market. The multipack is now the third biggest brand in grocery and multiple outlets.

Customers, who were so closely involved in the launch of the brand, have rated it as one of the greatest ever new products.

Eleven weeks after launch, spontaneous awareness of the brand among consumers reached $73 \%$, and trial now exceeds $80 \%$.

Whichever way you look at it, Cadbury's 'Wispa' is a superb technical and marketing accomplishment unique in a fiercely competitive market.

The Cadbury management team feel justifiably pleased with the results. Cadbury Managing Director Neville Bain says "Whereas a product like 'Flake' came to us by accident, the whole team feels extremely proud of: being able to claim an even greater success with 'Wispa', a new brand developed by innovative and resourceful management."

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> MANAGEMENT PROVEN IN THE MAR

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Capitalization and week's change


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# ARGYLL AND DISTILLERIES. <br> BEFORE YOU CONSIDER ARGYLL AND DISTILLERS, TAKE A LOOK AT 



Compare the words of the Argyll Group of Companies with those of Guinness PLC on their respective commitment to Scotch whisky.

Argyll:"In March 1985 the Loch Lomond Distillery, together with certain Scotch whisky stocks, were sold to Inver House Distillers Ltd for a total consideration of $£ 6.9$ million. The sale reflected a policy decision to reduce investment in Scotch whisky production." (Source: Argyll Annual Report, August 1985.)

Ernest Saunders, Chief Executive of Guinness:"Scotland is the home of whisky and we must do everything in our power to ensure that the life blood of this vital export industry is not damaged." (Source: Guinness Press Release, February 4rh 1986.)

Guinness and Distillers. A stroke of genius.

[^0]THE TIMES MONDAY FEBRUARY 101986 arebin (



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10 per cent TREASURY LOAN, 1993



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## funnessews short

Swiss celebrate but Bell makes a point for Britain

| From David Miller, Morsine-Avoriaz, FranceThe Swiss were yoderThing |
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## Delight in the east



## Wayward Rush rues a lost opportunity

## Shreeve＇s shuffle gets poor house

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Enfield in line for the double


Bond＇s battlers

England in slow march as Botham misses out again

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## Scots watch cup referee in action

Brewster is
the Sole
alteration



The runners were
Lichfield's
nearly out-run
gallantry


SPORT
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Irish set example in saving valuable prizes


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## A question of class over those world best times

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 Associated Steel Distributors PLC
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THE TIMES MONDAY FEBRUARY 101986


University Appointments


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## PERSONAL COLUMNS CREME DE LA CREME

Atime for flowers.
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## Filipinos fight the rape of democracy in Manila election




## Tories stake claims

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Tiger's year welcomed

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Village voice
Return to the roof of the world Victor Zorza, award-winning journalist who has spent recent years liying in small Indian villages, has returned after a break in Europe. Here is the first despatch in a new series


## When two drummer brothers are made to share the same wife






[^0]:     n

